INDEX VOLUME 40—1980

The format of this year's annual index has been changed to conform to the style and format which was adopted in compiling the *PAR Cumulative Index*. Thus, this year's annual index consists of listings by author and subject, as well as a third listing of all books reviewed during this volume year. The previous practice of coded designations of articles by

type has been discontinued, with the exceptions of book review essays and editorials. The designations (BRE) and (E) are utilized to identify these entries. A more detailed explanation of the procedures applied in compiling the index for this volume is set forth in the *PAR Cumulative Index* (p. 1).

Index of Articles by Author

- Allan, Peter—Peter Allan and Stephen Rosenberg. Getting a Managerial Performance Appraisal System Under Way: New York City's Experience. 372-379.
- Argyris, Chris. Making the Undiscussable and Its Undiscussability Discussable. 205-213.
- Bailey, Stephen K. Improving Federal Governance. 548-552.
- Barkdoll, Gerald L. Type III Evaluations: Consultation and Consensus. 174-179.
- Behn, Robert B. Introduction to Symposium on Leadership in an Era of Retrenchment. 603-605.
- Behn, Robert B. Leadership for Cutback Management: The Use of Corporate Strategy. 613-620.
- Beyer, Janice M.—Janice M. Beyer, John M. Stevens and Harrison M. Trice. Predicting How Federal Managers Perceive Criteria Used for Their Promotion. 55-66.
- Biller, Robert. Leadership Tactics for Retrenchment. 605-609.
- Broedling, Laurie A.—Alan W. Lau, Arthur R. Newman, and Laurie A. Broedling. The Nature of Managerial Work in the Public Sector. 513-520.
- Brown, Anthony. Technical Assistance to Rural Communities: Stopgap or Capacity Building? 18-23.
- Brown, Richard E.—Richard E. Brown and Ralph Craft.
 Auditing and Public Administration: The Unrealized Partnership. 259-265.
- Caiden, Naomi. Budgeting in Poor Countries: Ten Common Assumptions Reexamined. 40-46.
- Caldwell, Lynton K. Biology and Bureaucracy: The Coming Confrontation. 1-12.
- Caldwell, Lynton K. Air Quality Control: Politics of the Best Available Solution (BRE) 189-194.
- Cayer, N. Joseph—N. Joseph Cayer and Lee Sigelman. Minorities and Women in State and Local Government: 1973-1975. 443-450.
- Cooper, Philip J. Government Contracts in Public Administration: The Role and Environment of the Contracting Officer. 459-468.
- Corson, John J. Leaders and Leaderhsip (BRE) 630-634.
- Craft, Ralph—Richard E. Brown and Ralph Craft. Auditing and Public Administration: The Unrealized Partnership. 259-265.

- DeMarco, John J.—Norman J. Slawsky and John J. De-Marco. Is the Price Right? State and Local Government Architect and Engineer Selection. 269-274. Additional Comment by Authors, 404.
- Dillman, David L. A Search for Responsible Administration: Turbulence and Reform in the British Civil Service. (BRE) 627-629.
- Doremus, Jean S.—Laura Volk, Jeanne B. Hutchins, and Jean S. Doremus. A National Cost-Containment Strategy for Long-Term Care. 474-479.
- Drucker, Peter F. The Deadly Sins in Public Administration. 103-106.
- Duncan, W. Jack. Knowledge Transfer in Administrative Science. 341-349.
- Durant, Robert F.—Michael R. Fitzgerald and Robert F.
 Durant. Citizen Evaluations and Urban Management:
 Service Delivery in an Era of Protest. 585-593.
- Esman, Milton J. Development Assistance in Public Administration: Requiem or Renewal. 426-431.
- Felsenthal, Dan S. Applying the Redundancy Concept to Administrative Organizations. 247-252.
- Fetter, Theodore J.—Theodore J. Fetter and E. Keith Scott, Jr. Court Administration in Rural Areas. 34-39.
- Fitzgerald, Michael R.—Michael R. Fitzgerald and Robert F. Durant. Citizen Evaluations and Urban Management: Service Delivery in an Era of Protest. 585-593.
- Florestano, Patricia S.—Patricia S. Florestano and Stephen B. Gordon. Public vs. Private: Small Government Contracting With the Private Sector. 29-34.
- Gabris, Gerald T.—William A. Giles, Gerald T. Gabris, and Dale A. Krane. Dynamics in Rural Policy Development: The Uniqueness of County Government. 24-28.
- Gates, Bruce L. Guess Who's Coming to Dinner? Developments in Human Services Administration. (BRE) 286-291.
- Gawthrop, Louis C. Turn Left at Alcatraz. (E) 305-306.
 Giles, William A.—William A. Giles, Gerald T. Gabris, and Dale A. Krane. Dynamics in Rural Policy Development: The Uniqueness of County Government, 24-28.
- Gleeson, Michael E. Budgeting for Federal Housing Programs: A Problem and What to Do About It. 321-330.

Goering, John M. Towards a National Policy for Neighborhoods: A Conversation Between a Policy Maker and a Social Scientist. 553-560.

Golembiewski, Robert T.—Robert T. Golembiewski and Carl W. Proehl, Jr. Public Sector Applications of Flexible Workhours: A Review of Available Experience. 72-85

Gordon, Stephen B.—Patricia S. Florestano and Stephen B. Gordon. Public vs. Private: Small Government Contracting With the Private Sector. 29-34.

Greenhalgh, Leonard—Leonard Greenhalgh and Robert B. McKersie. Cost-Effectiveness of Alternative Strategies for Cutback Management. 575-584.

Gremillion, Lee L.—Lee L. Gremillion, James L. McKenney, and Philip J. Pyburn. Program Planning in the National Forest System. 226-230.

Hamilton, Randy H. Bernard Shaw's Reflections on Being a City Councilman. 317-320.

Hargrove, Erwin C. The Bureaucratic Politics of Evaluation: A Case Study of the Department of Labor. 150-159.

Hinton, David W.—John E. Kerrigan and David W. Hinton. Knowledge and Skills Needs for Tomorrow's Public Administrators, 469-473.

Hopkins, Anne H. Perceptions of Employment Discrimination in the Public Sector. 131-137.

Hopkins, Ronald H.—Nicholas P. Lovich, Jr., Paul L. Shafffer, Ronald H. Hopkins, and Donald A. Yale. Do Public Servants Welcome or Fear Merit Evaluation of Their Performance? 214-222.

Hutchins, Jeanne B.—Laura Volk, Jeanne B. Hutchins, and Jean S. Doremus. A National Cost-Containment

Strategy for Long-Term Care. 474-479.

Joehnk, Michael D.—Michael D. Joehnk and David S. Kidwell. A Look at Competitive and Negotiated Underwriting Costs in the Municipal Bond Market. 222-225.

Keevey, Richard F. State Productivity Improvements: Building on Existing Strengths. 451-458.

Kerrigan, John E.—John E. Kerrigan and David W. Hinton. Knowledge and Skills Needs for Tomorrow's Public Administrators. 469-473.

Kidwell, David S.—Michael D. Joehnk and David S. Kidwell. A Look at Competitive and Negotiated Underwriting Costs in the Municipal Bond Market. 222-225.

Korten, David C. Community Organization and Rural Development: A Learning Process Approach. 480-511.

Krane, Dale H.—William H. Giles, Gerald T. Gabris, Dale H. Krane. Dynamics in Rural Policy Development: The Uniqueness of County Government. 24-28.

Krannich, Ronald L. Administrative Leadership of Mayors: The Politics of Mayor-Manager Relationships in Thailand. 330-341.

Lane, Frederick S. Managing Not-for-Profit Organizations. (BRE) 526-530.

Lau, Alan W.—Alan W. Lau, Arthur R. Newman, and Laurie A. Broedling. The Nature of Managerial Work in the Public Sector. 513-520.

Lewis, Carol W.—Carol W. Lewis and Anthony T. Logalbo. Cutback Principles and Practices: A Checklist for Managers, 184-188.

Logalbo, Anthony T.—Carol W. Lewis and Anthony T. Logalbo. Cutback Principles and Practices: A Checklist for Managers. 184-188.

Lovich, Nicholas P., Jr.—Nicholas P. Lovich, Jr., Paul L. Shaffer, Ronald H. Hopkins, and Donald A. Yale. Do Public Servants Welcome or Fear Merit Evaluation of Their Performance? 214-222.

Lynch, Thomas D. Remedying the "Pedagogic Deficit." (BRE) 531-535.

Lyons, William—Russell S. Smith and William Lyons. The Impact of Fire Fighter Unionization on Wages and Working Hours in American Cities. 568-574.

March, Michael S. Pensions for Public Employees Present Nationwide Problems. 382-389.

Martin, James E. Federal Utton-Management Relations: A Longitudinal Study. 434-442.

McGowan, Robert P. Enacting the Environment: Organization Persistence and Change. (BRE) 86-91.

McKenney, James L.—Lee Greenhalgh and Robert B. Me-Kersie. Cost-Effectiveness of Alternative Strategies for Cutback Management. 575-584.

McKersie, Robert B.—Leonard Greenhalgh and Robert B. McKersie. Cost-Effectiveness of Alternative Strategies for Cutback Management. 575-584.

Methe, David T.—David T. Methe and James L. Perry. The Impacts of Collective Bargaining on Local Government Services: A Review of Research. 359-371.

Mikulecky, Thomas J. Intergovernmental Relations Strategies for the Local Manager. 379-381.

Mitnick, Barry M. Myths of Creation and Fables of Administration: Explanation and the Strategic Use of Regulation. (BRE) 275-286.

Montgomery, John D. Administering to the Poor (Or, If We Can't Help Rich Dictators, What Can We Do for the Poor?) 421-425.

Moore, Perry. Zero-Base Budgeting in American Cities. 253—258.

Mosher, Frederick C. The Changing Responsibilities and Tactics of the Federal Government. 541-548.

Musolf, Lloyd D.—Lloyd D. Musolf and Harold Seidman. The Blurred Boundaries of Public Administration. 124-130.

Nagel, Stuart S. The Policy Studies Perspective. (BRE) 391-396.

Newman, Arthur R.—Alan W. Lau, Arthur R. Newman, and Laurie A. Broedling. The Nature of Managerial Work in the Public Sector. 513—520.

Ostrom, Vincent. Artisanship and Artifact. 309-317.

Perry, James L.—David T. Methe and James L. Perry.
The Impacts of Collective Bargaining on Local Government Services: A Review of Research. 359-371.

Pfiffner, James P. Budgeting and the "People's Reform." (BRE) 194-200.

Proehl, Carl W., Jr.—Robert T. Golembiewski and Carl W. Proehl, Jr. Public Sector Applications of Flexible Workhours: A Review of Available Experience. 72-85.

Pyburn, Philip J.—Lee L. Gremillion, James L. McKenney, and Philip J. Pyburn. Program Flanning in the Na-

tional Forest System. 226-230.

Renshaw, Jean. Policy Implications of Changes in Work and Family Patterns. (BRE) 401—403.

Rider, Robert. Decentralizing Land Use Decisions. 594-602.

Riggs, Fred W. The Ecology and Context of Public Administration: A Comparative Perspective. 107-115.

Rosenberg, Stephen—Peter Alan and Stephen Rosenberg. Getting a Managerial Performance Appraisal System Under Way: New York City's Experience. 372-379.

Rosenbloom, David H. Public Administrators' Official Immunity and the Supreme Court: Developments During the 1970s. 166-173.

Rubin, Irene. Preventing or Eliminating Planned Deficits: Restructuring Political Incentives. 621-626.

Seidman, Harold—Lloyd D. Musolf and Harold Seidman. The Blurred Boundaries of Public Administration. 124—130.

Seitz, John L. The Failure of U.S. Technical Assistance in Public Administration: The Iranian Case. 407-413.

Seitz, John L. Iran and the Future of U.S. Technical Assistance: Some Afterthoughts. 432-433.

Shaffer, Paul L.—Nicholas P. Lovich, Jr., Paul L. Shaffer, Ronald H. Hopkins, and Donald A. Yale. Do Public Servants Welcome or Fear Merit Evaluation of Their Performance? 214-222.

Sharkansky, Ira. Policy Making and Service Delivery on the Margins of Government: The Case of Contractors. 116-123.. Comment by: J. H. Stolarow, 405; Response by Author, 405.

Sherwood, Frank P. Learning From the Iran Experience. 413—418.

Siffin, William J. The Sultan, the Wise Men, and the Fretful Mastodon: A Persian Fable. 418-421.

Sigelman, Lee—N. Joseph Cayer and Lee Sigelman. Minorities and Women in State and Local Government: 1973-1975, 443-450.

Skok, James E. Federal Funds and State Legislatures: Executive-Legislative Conflict in State Government. 561-567

Slawsky, Norman J.—Norman J. Slawsky and John J. De-Marco. Is the Price Right? State and Local Government Architect and Engineer Selection. 269-274. Additional Comment by Authors, 404.

Smith, Russell L.—Russell L. Smith and William Lyons. The Impact of Fire Fighter Unionization on Wages and Working Hours in American Cities. 568-574.

Stevens, John M.-Janice M. Beyer, John M. Stevens,

and Harrison M. Trice. Predicting How Federal Managers Perceive Criteria Used for Their Promotion. 55-66.

Stipak, Brian. Local Governments' Use of Citizen Surveys. 521-525.

Stott, E. Keith, Jr.—Theodore J. Fetter and E. Keith Stott, Jr. Court Administration in Rural Areas. 34-39.

Swidorski, Carl. Sample Surveys: Help for the "Out-of-House" Evaluator. 67-71.

Terrell, Paul. Beyond the Categories: Human Service Managers View the New Federal Aid. 47-54.

Thayer, Frederick C. Values, Truth, and Administration: God or Mammon? (BRE) 91-98.

Thomas, John Clayton. The Growth of American Public Expenditures: Recent Trends and Their Implications. 160-165. Comment by Randy H. Hamilton, 404; Response by Author, 404.

Trice, Harrison M.—Janice M. Beyer, John M. Stevens, and Harrison M. Trice. Predicting How Federal Managers Perceive Criteria Used for Their Promotion. 55-66.

Volk, Laura—Laura Volk, Jeanne B. Hutchins, and Jean S. Doremus. A National Cost-Containment Strategy for Long-Term Care. 474—479.

Weimer, David Leo. CMIS Implementation: A Demonstration of Predictive Analysis. 231-240.

Whitaker, Gordon P. Coproduction: Citizen Participation in Service Delivery. 240-246.

Wilburn, Robert—Robert Wilburn and Michael Worman.
Overcoming the Limits to Personnel Cutbacks: Lessons
Learned in Pennsylvania, 609-612.

Windsor, Duane. The Political Economy of Land Use Control. (BRE) 396-400.

Worman, Michael—Robert Wilburn and Michael Worman. Overcoming the Limits to Personnel Cutbacks: Lessons Learned in Pennsylvania. 609-612.

Wriston, Michael J. In Defense of Bureaucracy. 179-183.
Yale, Donald A.—Nicholas P. Lovich, Jr., Paul L. Shaffer, Ronald H. Hopkins, and Donald A. Yale. Do Public Servants Welcome or Fear Merit Evaluation of Their

Performance? 214-222.

Yessian, Mark R. The Generalist Perspective in the HEW Bureaucracy: An Account From the Field. 138-149.

Zody, Richard E. Introduction to Symposium on The Quality of Rural Management. 13-18.

Zwerling, Stephen. The Dynamics of Domain Negotiation: The National Science Foundation and the Geographic Distribution of Research Awards. 351-358.

Index of Articles by Subject

ADMINISTRATION

Health

Volk, Laura, et al. A National Cost-Containment Strategy for Long-Term Care. 474-479.

Human Services

Gates, Bruce L. Guess Who's Coming to Dinner? Developments in Human Services Administration. (BRE) 286-291.

ADMINISTRATIVE

Accountability

Brown, Richard E. and Ralph Craft. Auditing and Public Administration: The Unrealized Partnership. 259-265.

Dillman, David L. A Search for Responsible Administration: Turbulence and Reform in the British Civil Service. (BRE) 627-629.

Law

Fetter, Theodore J. and E. Keith Stott, Jr. Court Administration in Rural Areas. 34-39.

Rosenbloom, David H. Public Administrators' Official Immunity and the Supreme Court: Developments During the 1970s, 166-173.

BUDGETARY AND FISCAL

Economy and Efficiency

Greenhalgh, Leonard and Robert B. McKersie. Cost-Effectiveness of Alternative Strategies for Cutback Management. 575-584.

General

Brown, Richard E. and Ralph Craft. Auditing and Public Administration: The Unrealized Partnership. 259-265.

Caiden, Naomi. Budgeting in Poor Countries: Ten Common Assumptions Reexamined. 40-46.

Joehnk, Michael D. and David S. Kidwell. A Look at Competitive and Negotiated Underwriting Costs in the Municipal Bond Market. 222-225.

Lynch, Thomas D. Remedying the "Pedagogic Deficit." (BRE) 531-535.

Pfiffner, James P. Budgeting and the "People's Reform." (BRE) 194—200.

Rubin, Irene. Preventing or Eliminating Planned Deficits: Restructuring Political Incentives, 621-626.

Thomas, John Clayton. The Growth of American Public Expenditures: Recent Trends and Their Implications. 160-165. Comment by Randy H. Hamilton, 404; Response by Author, 404.

Planning-Programming-Budgeting

Gremillion, Lee L., et al. Program Planning in the National Forest System. 226-230.

Revenue Sharing

Skok, James E. Federal Funds and State Legislatures: Executive-Legislative Conflict in State Government. 564-567.

Terrell, Paul. Beyond the Categories: Human Service Managers View the New Federal Aid. 47-54.

Zero Base Budgeting

Moore, Perry. Zero-Base Budgeting in American Cities. 253-258.

BUREAUCRACY

Caldwell, Lynton K., Biology and Bureaucracy: The Com-

ing Confrontation. 1-12.

Hargrove, Erwin C. The Bureaucratic Politics of Evaluation: A Case Study of the Department of Labor. 150-159.

Riggs, Fred W. The Ecology and Context of Public Administration: A Comparative Perspective. 107-115.

Wriston, Michael J. In Defense of Bureaucracy. 179-183.
 Yessian, Mark R. The Generalist Perspective in the HEW Bureaucracy: An Account From the Field. 138-149.

CENTRALIZATION-DECENTRALIZATION

Rider, Robert. Decentralizing Land Use Decisions. 594-602.

CITIZEN PARTICIPATION-COMMUNITY ACTION

Fitzgerald, Michael R. and Robert F. Durant. Citizen Evaluations and Urban Management: Service Delivery in an Era of Protest. 595-593.

Korten, David C. Community Organization and Rural Development: A Learning Process Approach. 480-511.

Stipak, Brian. Local Governments' Use of Citizen Surveys. 521-525.

Whitaker, Gordon P. Coproduction: Citizen Participation in Service Delivery. 240-246.

COMPARATIVE AND DEVELOPMENT ADMINISTRATION

Caiden, Naomi. Budgeting in Poor Countries: Ten Common Assumptions Reexamined. 40-46.

Dillman, David L. A Search for Responsible Administration: Turbulence and Reform in the British Civil Service. (BRE) 627-629.

Esman, Milton J. Development Assistance in Public Administration: Requiem or Renewal. 426-431.

Korten, David C. Community Organization and Rural Development: A Learning Process Approach. 480-511.

Krannich, Ronald L. Administrative Leadership of Mayors: The Politics of Mayor-Manager Relationships in Thailand. 330-341.

Montgomery, John D. Administering to the Poor (Or, If We Can't Help Rich Dictators, What Can We Do for the Poor?) 421-425.

Seitz, John L. The Failure of U.S. Technical Assistance in Public Administration: The Iranian Case. 407-413.

Seitz, John L. Iran and the Future of U.S. Technical Assistance: Some Afterthoughts. 432-433.

Sherwood, Frank P. Learning From the Iran Experience. '413-418.

Siffin, William J. The Sultan, the Wise Men, and the Fretful Mastodon: A Persian Fable. 418—421.

COUNTY GOVERNMENT

Brown, Anthony. Technical Assistance to Rural Communities: Stopgap or Capacity Building? 18-23.

- Fetter, Theodore J. and E. Keith Stott, Jr. Court Administration in Rural Areas. 34-39.
- Giles, William A., et al. Dynamics in Rural Policy Development: The Uniquenes of County Government. 24-28.
- Zody, Richard E. Introduction to Symposium on The Quality of Rural Management. 13-18.

ETHICS

Thayer, Frederick C. Values, Truth, and Administration: God or Mammon? (BRE) 91-98.

EXECUTIVE OFFICE

Mayor

Krannich, Ronald L. Administrative Leadership of Mayors: The Politics of Mayor-Manager Relationships in Thailand. 330-341.

FEDERAL GOVERNMENT

- Bailey, Stephen K. Improving Federal Governance. 548-552.
- Beyer, Janice M., et al. Predicting How Federal Managers Perceive Criteria Used for Their Promotion. 55-66.
- Martin, James E. Federal Union-Management Relations: A Longitudinal Study. 434-442.
- Mosher, Frederick C. The Changing Responsibilities and Tactics of the Federal Government. 541-548.

GOVERNMENT CONTRACTING AND CONSULTING

- Cooper, Philip J. Government Contracts in Public Administration: The Role and Environment of the Contracting Officer. 459-468.
- Florestano, Patricia S. and Stephen B. Gordon. Public vs. Private: Small Government Contracting With the Private Sector. 29-34.
- Musolf, Lloyd D. and Harold Seidman. The Blurred Boundaries of Public Administration. 124-130.
- Sharkansky, Ira. Policy Making and Service Delivery on the Margins of Government: The Case of Contractors. 116-123. Comment by: J. H. Stolarow, 405; Response by Author, 405.
- Slawsky, Norman J. and John J. DeMarco. Is the Price Right? State and Local Government Architect and Engineer Selection. 669-274. Additional Comment by Authors. 404.

LOCAL GOVERNMENT

- Allan, Peter and Stephen Rosenberg. Getting a Managerial Performance Appraisal System Under Way: New York City's Experience. 372-379.
- Bacon, Abigail R. A Note on Selecting the Appropriate Pension Funding Method for Localities. 265-269.
- Cayer, N. Joseph and Lee Sigelman. Minorities and Women in State and Local Government: 1973-1975. 433-450.

- Florestano, Patricia S. and Stephen B. Gordon. Public vs. Private: Small Government Contracting with the Private Sector. 29-34.
- Joehnk, Michael D. and David S. Kidwell. A Look at Competitive and Negotiated Underwriting Costs in the Municipal Bond Market. 222-225.
- Lewis, Carol W. and Anthony T. Logalbo. Cutback Principles and Practices: A Checklist for Managers, 184-188.
- Methe, David T. and James L. Perry. The Impacts of Collective Bargaining on Local Government Services: A Review of Research. 359-371.
- Moore, Perry. Zero-Base Budgeting in American Cities. 253-258.
- Smith, Russell L. and William Lyons. The Impact of Fire Fighter Unionization on Wages and Working Hours in American Cities. 568-574.
- Stipak, Brian. Local Governments' Use of Citizen Surveys. 521-525.

MANAGEMENT

City

- Fitzgerald, Michael R. and Robert F. Durant. Citizen Evaluations and Urban Management: Service Delivery in an Era of Protest. 585-593.
- Krannich, Ronald L. Administrative Leadership of Mayors: The Politics of Mayor-Manager Relationships in Thailand. 330-341.
- Mikulecky, Thomas J. Intergovernmental Relations Strategies for the Local Manager. 379-381.

General

- Argyris, Chris. Making the Undiscussable and Its Undiscussability Discussable. 205-213.
- Lane, Frederick S. Managing Not-for-Profit Organizations. (BRE) 526-530.
- Lau, Alan W., et al. The Nature of Managerial Work in the Public Sector. 513-520.
- Lewis, Carol W. and Anthony T. Logalbo. Cutback Principles and Practices: A Checklist for Managers. 184-188.

ORGANIZATION

Behavior

- Duncan, W. Jack. Knowledge Transfer in Administrative Science. 341-349.
- Golembiewski, Robert T. and Carl W. Proehl, Jr. Public Sector Applications of Flexible Workhours: A Review of Available Experience. 72-85.

Change

- McGowan, Robert P. Enacting the Environment: Organization Persistence and Change. (BRE) 86-91.
- Mosher, Frederick C. The Changing Responsibilities and Tactics of the Federal Government. 541-548.
- Yessian, Mark R. The Generalist Perspective in the HEW Bureaucracy: An Account From the Field. 138-149.

Decline

Behn, Robert B. Leadership for Cutback Management: The Use of Corporate Strategy. 613—620.

Biller, Robert. Leadership Tactics for Retrenchment. 605-609.

Greenhalgh, Leonard and Robert B. McKersie. Cost-Effectiveness of Alternative Strategies for Cutback Management. 575-584.

Lewis, Carol W. and Anthony T. Logalbo. Cutback Principles and Practices: A Checklist for Managers. 184—188.

Rubin, Irene. Preventing or Eliminating Planned Deficits: Restructuring Political Incentives. 621—626.

Wilburn, Robert and Michael Worman. Overcoming the Limits to Personnel Cutbacks: Lessons Learned in Pennsylvania. 609-612.

PERSONNEL MANAGEMENT

General

Allan, Peter and Stephen Rosenberg. Getting a Managerial Performance Appraisal System Under Way: New York City's Experience. 372-379.

Bacon, Abigail R. A Note on Selecting the Appropriate Pension Funding Method for Localities. 265-269.

Golembiewski, Robert T. and Carl W. Proehl, Jr. Public Sector Applications of Flexible Workhours: A Review of Available Experience. 72-85.

Lovich, Nicholas P., Jr., et al. Do Public Servants Welcome or Fear Merit Evaluation of Their Performance? 214—222.

March, Michael S. Pensions for Public Employees Present Nationwide Problems. 382-389.

Wilburn, Robert and Michael Worman. Overcoming the Limits to Personnel Cutbacks: Lessons Learned in Pennsylvania. 609-612.

Leadership

Behn, Robert B. Leadership for Cutback Management: The Use of Corporate Strategy. 613—620.

Biller, Robert. Leadership Tactics for Retrenchment. 605-609.

Corson, John J. Leaders and Leadership (BRE) 630-634.

Minorities

Cayer, N. Joseph and Lee Sigelman. Minorities and Women in State and Local Government: 1973-1975. 443-450.

Hopkins, Anne H. Perceptions of Employment Discrimination in the Public Sector. 131-137.

Public Employee Unions

Martin, James E. Federal Union-Management Relations: A Longitudinal Study. 434-442.

Methe, David T. and James L. Perry. The Impacts of Collective Bargaining on Local Government Services: A Review of Research. 359-371.

Smith, Russell L. and William Lyons. The Impact of Fire

Fighter Unionization on Wages and Working Hours in American Cities. 568-574.

Recruitment and Advancement

Beyer, Janice M., et al. Predicting How Federal Managers Perceive Criteria Used for Their Promotion. 55-66.

PLANNING

General

Gremillion, Lee L., et al. Program Planning in the National Forest System. 226-230.

Urban

Rider, Robert. Decentralizing Land Use Decisions. 594-602.

POLICY ANALYSIS

Nagel, Stuart S. The Policy Studies Perspective. (BRE) 391-396.

POLICY MAKING

Giles, William A., et al. Dynamics in Rural Policy Development: The Uniqueness of County Government. 24-28.

Musolf, Lloyd D. and Harold Seidman. The Blurred Boundaries of Public Administration. 124-130.

Sharkansky, Ira. Policy Making and Service Delivery on the Margins of Government: The Case of Contractors. 116-123. Comment by: J. H. Stolarow, 405; Response by Author, 405.

PRODUCTIVITY

Keevey, Richard F. State Productivity Improvements: Building on Existing Strengths. 451-458.

PROGRAM EVALUATION

Barkdoll, Gerald L. Type III Evaluations. Consultation and Consensus. 174-179.

Hargrove, Erwin C. The Bureaucratic Politics of Evaluation: A Case Study of the Department of Labor. 150-159.

Swidorski, Carl. Sample Surveys: Help for the "Out-of-House" Evaluator. 67-71.

PUBLIC ADMINISTRATION

General

Drucker, Peter F. The Deadly Sins in Public Administration, 103-106.

Ostrom, Vincent. Artisanship and Artifact. 309-317.

Personages

Hamilton, Randy H. Bernard Shaw's Reflections on Being a City Councilman. 317-320.

Private Sector

Florestano, Patricia S. and Stephen B. Gordon. Public vs. Private: Small Government Contracting With the Private Sector. 29-34.

Study of

Kerrigan, John E. and David W. Hinton. Knowledge and Skills Needs for Tomorrow's Public Administrators. 469-473.

PUBLIC ADMINISTRATION REVIEW

Editorials

Gawthrop, Louis C. Turn Left at Alcatraz. (E) 306-306.

Garvey Award

Volk, Laura, et al. A National Cost-Containment Strategy for Long-Term Care. 474—479.

Symposia

Behn, Robert B. Introduction to Symposium on Leadership in an Era of Retrenchment. 603—605.

Zody, Richard E., Introduction to Symposium on The Quality of Rural Management. 13-18.

PUBLIC POLICY

Economic

Thomas, John Clayton. The Growth of American Public Expenditures: Recent Trends and Their Implications. 160-165. Comment by Randy H. Hamilton, 404; Response by Author, 404.

Environment

Caldwell, Lynton K. Air Quality Control: Politics of the Best Available Solution. (BRE) 189-194.

General

Mosher, Frederick D. The Changing Responsibilities and Tactics of the Federal Government. 541-548.

Nagel, Stuart S. The Policy Studies Perspective. (BRE) 391-396.

Health

Volk, Laura, et al. A National Cost-Containment Strategy for Long-Term Care. 474-479.

Housing

Gleeson, Michael E. Budgeting for Federal Housing Programs: A Problem and What to Do About It. 321-330.

Goering, John M. Towards a National Policy for Neighborhoods: A Conversation Between a Policy Maker and a Social Scientist. 553-560.

Labor

Renshaw, Jean. Policy Implications of Changes in Work and Family Patterns. (BRE) 401-403.

Land Use

Windsor, Duane. The Political Economy of Land Use Control. (BRE) 396-400.

REGULATION AND REGULATORY

Mitnick, Barry M. Myths of Creation and Fables of Administration: Explanation and the Strategic Use of Regulation. (BRE) 275-286.

SCIENCE AND TECHNOLOGY

Caldwell, Lynton K. Biology and Bureaucracy: The Coming Confrontation. 1-12.

STATE GOVERNMENT

Brown, Richard E. and Ralph Craft. Auditing and Public Administration: The Unrealized Partnership. 259-265.

Cayer, N. Joseph and Lee Sigelman. Minorities and Women in State and Local Government: 1973—1975. 443-450

Hopkins, Anne H. Perceptions of Employment Discrimination in the Public Sector. 131-137.

Keevey, Richard F. State Productivity Improvements: Building on Existing Strengths. 451-458.

Wilburn, Robert and Michael Worman. Overcoming the Limits to Personnel Cutbacks: Lessons Learned in Pennsylvania. 609-612.

SYSTEMS

Information

Argyris, Chris. Making the Undiscussable and Its Undiscussability Discussable. 205-213.

McGowan, Robert P. Enacting the Environment: Organization Persistence and Change. (BRE). 86-91.

Weimer, David Leo. CMIS Implementation: A Demonstration of Predictive Analysis. 231-240.

Intergovernmental

Mikulecky, Thomas J.. Intergovernmental Relations Strategies for the Local Manager. 379-381.

Judicial

Fetter, Theodore J. and E. Keith Stott, Jr. Court Administration in Rural Areas. 34-39.

Legislative

Skok, James E. Federal Funds and State Legislatures: Executive-Legislative Conflict in State Government. 561-567.

Service Delivery

Brown, Anthony. Technical Assistance to Rural Communities: Stopgap or Capacity Building? 18-23.

Fitzgerald, Michael R. and Robert F. Durant. Citizen Evaluations and Urban Management: Service Delivery in an Era of Protest. 585-593.

Gates, Bruce L. Guess Who's Coming to Dinner? Developments in Human Services Administration. (BRE) 286-291.

Terrell, Paul. Beyond the Categories: Human Service Managers View the New Federal Aid. 47-54.

Whitaker, Gordon P. Coproduction: Citizen Participation in Service Delivery. 240-246.

THEORY

Administrative

Duncan, W. Jack. Knowledge Transfer in Administrative Science. 341-349.

Felsenthal, Dan S. Applying the Redundancy Concept to Administrative Organizations. 247-252.

Thayer, Frederick C. Values, Truth, and Administration: God or Mammon? (BRE) 91-98.

Democratic

Ostrom, Vincent. Artisanship and Artifact. 309-317.

Organization

Riggs, Fred W. The Ecology and Context of Public Administration: A Comparative Perspective. 107-115.

THIRD SECTOR ORGANIZATIONS

Lane, Frederick S. Managing Not-for-Profit Organizations. (BRE) 526-530. Musolf, Lloyd D. and Harold Seidman. The Blurred Boundaries of Public Administration. 124-130.

Sharkansky, Ira. Policy Making and Service Delivery on the Margins of Government: The Case of Contractors. 116-123. Comment by: J. H. Stolarow, 405; Response by Author, 405.

UNITED STATES

Department of Health, Education, and Welfare

Yessian, Mark R. The Generalist Perspective in the HEW Bureaucracy: An Account From the Field. 138-149.

Department of Labor

Hargrove, Erwin C. The Bureaucratic Politics of Evaluation: A Case Study of the Department of Labor. 150-159.

Forest Service

Gremillion, Lee L., et al. Program Planning in the National Forest System. 226-230.

National Science Foundation

Zwerling, Stephen. The Dynamics of Domain Negotiation: The National Science Foundation and the Geographic Distribution of Research Awards. 351-358.

Index of Books Reviewed

Aldrich, Howard E. Organizations and Environments. 86. Reviewed by Robert P. McGowan.

Anderson, Wayne F., et al. (eds.). Managing Human Services. 286. Reviewed by Bruce L. Gates.

Andrews, Richard N. L. (ed.). Land in America: Commodity or Natural Resource? 396. Reviewed by Duane Windsor.

Argyris, Chris and Richard M. Cyert. Leadership in the 80s. 630. Reviewed by John J. Corson.

Astin, Alexander W. and Rita A. Scherri. Maximizing Leadership Effectiveness. 630. Reviewed by John J. Corson.

Bakal, Carl. Charity U.S.A. 526. Reviewed by Frederick S. Lane.

Benjamin, Gerald and Robert H. Connery. Rockefeller of New York: Executive Power in the State House. 630. Reviewed by John J. Corson.

Bernard, Michael M. Constitutions, Taxation, and Land Policy: Abstracts of Federal and State Constitutional Constraints on the Power of Taxation Relating to Land-Planning Policy. 396. Reviewed by Duane Windsor.

Bok, Sissela, Lying: Moral Choice in Public and Private Life. 91. Reviewed by Frederick C. Thayer. Braeutigam, Ronald and Bruce M. Owen. The Regulation Game: Strategic Use of the Administrative Process. 275. Reviewed by Barry M. Mitnick.

Burnford, Fran and Joann Chenault. Human Services Professional Education: Future Directions. 286. Reviewed by Bruce L. Gates.

Burns, James MacGregor. Leadership. 630. Reviewed by John J. Corson.

Chapman, Richard A. and J. R. Greenaway. The Dynamics of Administrative Reform. 627. Reviewed by David L. Dillman.

Chenault, Joann and Fran Burnford. Human Services Professional Education: Future Directions. 286. Reviewed by Bruce L. Gates.

Cohen, Alan R. and Herman Gadon. Alternative Work Schedules: Integrating Individual and Organizational Needs. 401. Reviewed by Jean Renshaw.

Connery, Robert H. and Gerald Benjamin. Rockefeller of New York: Executive Power in the State House. 630. Reviewed by John J. Corson.

Connors, Tracy D. (ed.). The Nonprofit Organization Handbook. 526. Reviewed by Frederick S. Lane. Crowther-Hunt, Lord and Peter Kallner. The Civil Ser-

- vants: An Inquiry Into Britain's Ruling Class. 627. Reviewed by David L. Dillman.
- Cyert, Richard M. and Chris Argyris. Leadership in the 80s. 630. Reviewed by John J. Corson.
- Doron, Gideon. The Smoking Paradox: Public Regulation in the Cigarette Industry. 275. Reviewed by Barry M. Mitnick.
- Ewing, David W. Freedom Inside the Organization: Bringing Civil Liberties to the Workplace. 91. Reviewed by Frederick C. Thayer.
- Frieden, Bernard J. The Environmental Protection Hustle. 275. Reviewed by Barry M. Mitnick.
- Gaby, Daniel M. and Patricia V. Gaby. Nonprofit Organization Handbook: A Guide to Fund Raising, Grants, Lobbying, Membership Building, Publicity, and Public Relations. 526. Reviewed by Frederick S. Lane.
- Gaby, Patricia V. and Daniel M. Gaby. Nonprofit Organization Handbook: A Guide to Fund Raising, Grants, Lobbying, Membership Building, Publicity, and Public Relations. 526. Reviewed by Frederick S. Lane.
- Gadon, Herman and Alan R. Cohen. Alternative Work Schedules: Integrating Individual and Organizational Needs. 401. Reviewed by Jean Renshaw.
- Gakenheimer, Ralph (ed.). The Automobile and the Environment: An International Perspective. 189. Reviewed by Lynton K. Caldwell.
- Golembiewski, Robert T. Approaches to Planned Change. Parts I and II. 401. Reviewed by Jean Renshaw.
- Greenaway, J. R. and Richard A. Chapman. The Dynamics of Administrative Reform. 627. Reviewed by David L. Dillman.
- Guterbock, Thomas M. Machine Politics in Transition: Party and Community in Chicago. 391. Reviewed by Michael White.
- Handler, Joel F. Social Movements and the Legal System: A Theoery of Law Reform and Social Change. 275. Reviewed by Barry M. Mitnick.
- Hart, David K. and William G. Scott. Organizational America: Can Individual Freedom Survive Within the Security It Promises? 91. Reviewed by Frederick C. Thayer.
- Hartling, James E. The Structure of Human Service Delivery Systems. 286. Reviewed by Bruce L. Gates.
- Hartogs, Nelly and Joseph Weber. Impact of Government Funding on the Management of Voluntary Agencies. 526. Reviewed by Frederick S, Lane.
- Hasenfeld, Yheskel and Rosemary C. Sarri. The Management of Human Services. 286. Reviewed by Bruce L. Gates.
- Havemann, Joel. Congress and the Budget. 194. Reviewed by James P. Pfiffner.
- Hodgkinson, Christopher. Towards a Philosophy of Administration. 91. Reviewed by Frederick C. Thayer.
- Hyde, Albert C. and Jay M. Shafritz (eds.). Government Budgeting. 194. Reviewed by James P. Pfiffner.
- Ippolito, Dennis S. The Budget and National Politics. 194. Reviewed by James P. Pfiffner.
- Jones, Charles O. An Introduction to the Study of Public Policy. 391. Reviewed by Stuart S. Nagel.

- Kahn, Alfred J. and Sheila B. Kamerman. Social Services in Interactional Perspective: The Emergence of the Sixth System. 286. Reviewed by Bruce L. Gates.
- Kallner, Peter and Lord Crowther-Hunt. The Civil Servants: An Inquiry Into Britain's Ruling Class. 627. Reviewed by David L. Dillman.
- Kamerman, Sheila B. and Alfred J. Kahn. Social Services in International Perspective: The Emergence of the Sixth System. 286. Reviewed by Bruce L. Gates.
- Kanter, Rosabeth Moss. Work and Family in the United States: A Critical Review and Agenda for Research and Policy. 401. Reviewed by Jean Renshaw.
- Knight, Kenneth E. and Reuben R. McDaniel, Jr. Organizations: An Information Systems Perspective. 86. Reviewed by Robert P. McGowan.
- Kramer, Fred A. (ed.). Contemporary Approaches to Public Budgeting. 194. Reviewed by James A. Pfiffner.
- LeLoup, Lance T. Budgetary Politics. 194. Reviewed by James P. Pfiffner.
- Lewis, Eugene. Public Entrepreneurship: Toward a Theory of Bureaucratic Political Power. 630. Reviewed by John J. Corson.
- Lineberry, Robert L. American Public Policy. 391. Reviewed by Stuart S. Nagel.
- Lipsky, Michael. Street-Level Bureaucracy: Dilemmas of the Individual in Public Services. 391. Reviewed by Michael White.
- Lowi, Theodore J. and Alan Stone. Nationalizing Government: Public Policies in America. 391. Reviewed by Stuart S. Nagel.
- Lundquist, Lennart J. Tortoise and the Hare. 189. Reviewed by Lynton K. Caldwell.
- Lynch, Thomas D. Public Budgeting in America. 194. Reviewed by James P. Pfiffner.
- MacRae, Duncan, Jr., and James A. Wilde. Policy Analysis for Public Decisions. 391. Reviewed by Stuart A. Nagel.
- Manning, Peter K. The Narc's Game: Organizational and Informational Limits on Drug Law Enforcement. 391. Reviewed by Michael White.
- Mazmanian, Daniel A. and Jeanne Nienaber. Can Organizations Change? Environmental Protection, Citizen Participation, and the Corps of Engineers. 91. Reviewed by Frederick C. Thayer.
- McDaniel, Reuben R., Jr. and Kenneth E. Knight. Organizations: An Information Systems Perspective. 86. Reviewed by Robert P. McGowan.
- Meier, Gretl S. Job Sharing: A New Pattern for Quality of Work and Life. 401. Reviewed by Jean Renshaw.
- Millett, John D. Management, Governance, and Leadership: A Guide for College and University Administrators. 630. Reviewed by John J. Corson.
- Murphy, Walter. The Vicar of Christ. 630. Reviewed by John J. Corson.
- Nachmias, David and David H. Rosenbloom. Bureaucratic Culture: Citizens and Administrators in Israel. 91. Reviewed by Frederick C. Thayer.
- Nelson, Robert H. Zoning and Property Rights: An Analysis of the American System of Land-Use Regulation.

396. Reviewed by Duane Windsor.

Nielsen, Waldemar A. The Endangered Sector. 526. Reviewed by Frederick S. Lane.

Nienaber, Jeanne and Daniel A. Mazmanian. Can Organizations Change? Environmental Protection, Citizen Participation, and the Corps of Engineers. 91. Reviewed by Frederick C. Thayer.

O'Donnell, Peter S. Social Services: Three Years After Title XX. 286. Reviewed by Bruce L. Gates.

Orlans, Harold (ed.). Nonprofit Organizations: A Government Management Tool. 526. Reviewed by Frederick S. Lane.

Owen, Bruce M. and Ronald Brautigam. The Regulation Game: Strategic Use of the Administrative Process. 275. Reviewed by Barry M. Mitnick.

Peterson, John E. and Catherine Lavigne Spain (eds.).
Essays in Public Finance and Financial Management:
State and Local Perspectives. 531. Reviewed by Thomas D. Lynch.

Peterson, John E., et al. State and Local Government Finance and Financial Management: A Compendium of Current Research. 531. Reviewed by Thomas D. Lynch.

Pfeffer, Jeffrey and Geraid R. Salancik. The External Control of Organizations: A Resource Dependence Perspective. 86. Reviewed by Robert P. McGowan.

Pfeffer, Jeffrey. Organizational Design. 86. Reviewed by Robert P. McGowan.

Rhodes, R. A. W. Public Administration and Policy Analysis. 391. Reviewed by Stuart S. Nagel.

Rifkin, Jeremy. The Emerging Order: God in the Age of Scarcity. 91. Reviewed by Frederick C. Thayer.

Rohr, John A. Ethics for Bureaucrats: An Essay on Law and Values. 91. Reviewed by Frederick C. Thayer.

Rose, Jerome G. and Robert E. Rothman (eds.). After Mount Laurel: The New Suburban Zoning. 396. Reviewed by Duane Windsor.

Rosenbloom, David H. and David Nachmias. Bureaucratic Culture: Citizens and Administrators in Israel. 91. Reviewed by Frederick C. Thayer.

Rothman, Robert E. and Jerome G. Rose (eds.). After Mount Laurel: The New Suburban Zoning. 396. Reviewed by Duane Windsor.

Salancik, Gerald R. and Jeffrey Pfeffer. The External Control of Organizations: A Resource Dependence Perspective. 86. Reviewed by Robert P. McGowan.

Sarri, Rosemary C. and Yheskel Hasenfeld. The Management of Human Services. 286. Reviewed by Bruce L. Gates.

Scherri, Rita A. and Alexander W. Astin. Maximizing Leadership Effectiveness. 630. Reviewed by John J.

Schmid, A. Allan. Property, Power, and Public Choice: An Inquiry Into Law and Economics. 396. Reviewed by Duane Windsor.

Schreiver, Carol Tropp. Changing Places: Men and Women in Transitional Occupations. 401. Reviewed by Jean Renshaw.

Scott, William G. and David K. Hart. Organizational America: Can Individual Freedom Survive Within the Security It Promises? 91. Reviewed by Frederick C. Thaver.

Sedgemore, Brian. The Secret Constitution: An Analysis of the Political Establishment. 627. Reviewed by David L. Dillman.

Shafritz, Jay M. and Albert C. Hyde (eds.). Government Budgeting. 194. Reviewed by James P. Pfiffner.

Slavin, Simon (ed.). Social Administration: The Management of the Social Services. 286. Reviewed by Bruce L. Gates.

Spain, Catherine Lavigne and John F. Peterson (eds.).
Essays in Public Finance and Financial Management:
State and Local Perspectives. 531. Reviewed by Thomas D. Lynch.

Spence, Larry D. The Politics of Social Knowledge. 91. Reviewed by Frederick C. Thayer.

Stewart, Charles T., Jr. Air Pollution, Human Health, and Public Policy. 189. Reviewed by Lynton K. Caldwell.

Stone, Alan and Theodore J. Lowi. Nationalizing Government: Public Policies in America. 391. Reviewed by Stuart S. Nagel.

Thursz, Daniel and Joseph L. Vigilante (eds.). Reaching People: The Structure of Neighborhood Services. 286. Reviewed by Bruce L. Gates.

Tobin, Richard J. The Social Gamble: Determining Acceptable Levels of Air Quality. 189. Reviewed by Lynton K. Caldwell.

Vigilante, Joseph L. and Daniel Thursz (eds.). Reaching People: The Structure of Neighborhood Services. 286. Reviewed by Bruce L. Gates.

Walsh, Annmarie Hauck. The Public's Business: The Politics and Practices of Government Corporations. 86. Reviewed by Michael J. White.

Wanat, John. Introduction to Budgeting. 194. Reviewed by James P. Pfiffner.

Weber, Joseph and Nelly Hartogs. Imapet of Government Funding on the Management of Voluntary Agencies. 526. Reviewed by Frederick S. Lane.

Weinstein, Deena. Bureaucratic Opposition: Challenging Abuses at the Workplace. 91. Reviewed by Frederick C. Thayer.

Wildavsky, Aaron. The Politics of the Budgetary Process, 3rd edition, 194. Reviewed by James P. Pfiffner.

Wilde, James A. and Duncan MacRae, Jr. Policy Analysis for Public Decisions. 391. Reviewed by Stuart S. Nagel.

